



# DSC@work

November - December 2004 ■ Issue Eight

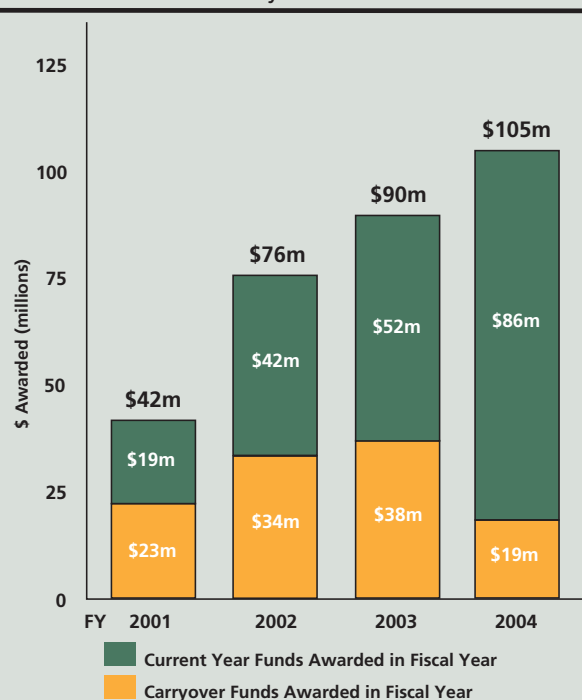
## Denver Service Center Closes Books on FY 2004

### *First Year of DSC's realigned office productive*

The Denver Service Center finished fiscal year 2004 (FY04) on a high note, as the DSC's share of the line item construction program included a 71% obligation rate for current year awards for the line item construction program, and a 99% obligation rate for Federal Lands Highway Program (FLHP) projects. In FY04, DSC worked on more than 540 projects, including line-item construction projects, FLHP projects, park-funded projects, general management plans, and special resource studies. The DSC Planning Division completed 10 general management plans and special resource studies, published 207 newsletters, and conducted a total of 49 public open houses and workshops in support of its 50 ongoing projects. Other FY04 highlights include:

- DSC has reduced its real travel costs by 29% from our FY2002 levels
- The Contracting Services Division improved the ACCESS database; worked on the processing time for invoices to reduce late payments, and continued their strong track record working with the socio-economic programs
- The Technical Information Center (TIC) processed almost 500,000 images containing NPS information from many sites and in many formats - documents, drawings, microfilm
- The Alternative Transportation Program (ATP) had a 36% increase in the number of projects worked on in FY04 compared to FY03
- DSC's awards of \$105 million for the line item construction program is the highest in more than five years; this figure has continued to increase annually since FY2000
- The Design and Construction Division worked on 151 on-going construction projects totaling more than \$348 million, up from 130 projects (\$289 million) in FY03 □

**DSC Line Item Construction Program**  
Current Year Awards and Carryover



## FROM THE DIRECTOR'S DESK:

As I said during our end of the fiscal year employee meeting in October, the Denver Service Center has had a good year, and I've been pleased with the transition as we moved into performing in our newly aligned organization. During the meeting I spoke with you about our awards program. As you know, we have tied the DSC awards program directly to performance and stated goals for each business line or division. The goals were all slightly different, but they all focused on three elements: client satisfaction; performance/production; and budget execution.

Client satisfaction was measured through personal feedback from our clients both internal and external to the office. Production was measured through meeting established project milestones and completing assigned work. Budget execution was based on each division's ability to effectively manage their finances to accomplish their program within established parameters.

I, along with DSC Deputy Director Sam Whittington, spent a considerable amount of time in October talking with our clients and asking for feedback. We received comments and suggestions for ways to look at areas where we are doing well and areas where there is need for improvement. Many of the comments were very positive about our responsiveness and professionalism, while others showed that we still have areas that we need to improve. The production of work is relatively easy to measure -- we know how many milestones were met in the planning program, how many contracts were awarded, or if we provided timely information to parks and regions. The shift to budget accountability by business line or division was handled very well, and this was reflected in our financial system at the end of the year with very respectable budget figures.

Client satisfaction is more difficult to assess and we spent a lot of effort to measure our progress. Issues still exist with meeting schedules, and providing feedback in a timely manner. These issues need our attention as we move forward. In our conversations with WASO and regional office staff, we focused on areas of overall project communication, understanding of the particular problems and opportunities of the plan or project, and our involvement with parks and regions in delivering a finished product. We are doing better, but as an organization dependent on parks and regions for repeat business, there is still room for us to improve the delivery of our services.

I believe this performance system recognizes both outstanding group and individual performances. We will evaluate the criteria for awards on an annual basis with each business line or division and make adjustments as appropriate to the process.

Thank you for your efforts on behalf of the National Park Service.



## Project Updates

### Mesa Verde Waterline Project Wins Construction Management Award

The National Park Service, Denver Service Center, and DSC's construction management partner PBS&J won the Construction Management Association of America (CMAA) 2004 Construction Management Project Achievement Award for their work on the Mesa Verde National Park Water Intake and Waterline project. This award from the CMAA in the Public Project with a Constructed Value Less than \$10 million category was presented to representatives from PBS&J and the DSC during the Industry Recognition Dinner at the CMAA's National Conference in San Antonio, Texas, September 14, 2004.



*Photo Caption: (left to right) Outgoing CMAA President Christine Keville; Ray Todd, DSC Branch Chief for Design and Construction Division; Dave Aitken, Chief, Design and Construction Division, DSC; Jerry Nelson, Associate Vice President and Division Manager for Construction Services, West Region, PBS&J; and Larry Ross, Senior Construction Management Representative, PBS&J.*

The award was for the construction management of the reconstruction of the raw water intake and waterline at Mesa Verde National Park in Colorado. This project was planned to replace an existing, rapidly failing water distribution system to ensure a reliable source of water in an arid region of Colorado. The new system includes a 17-mile raw water transmission line, constructed in very remote and rough terrain, plus replacement and improvement of about five miles of existing waterline. The project also included construction of a raw water intake structure within a dynamic riverway. The proximity of numerous cultural and historic

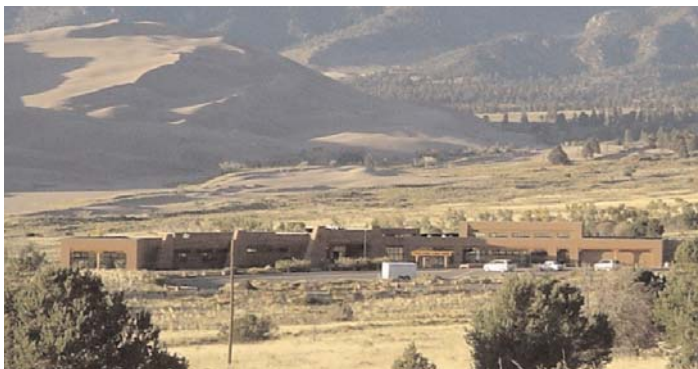
## Project Updates

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resources, including archaeological sites and cliff dwellings, placed constraints on the contractor to preserve natural and cultural resources within the park, further complicating the nature of the project. This project was completed July 31, 2004, and the CMAA evaluated and awarded the project based on the project outcome, overall project management efforts, quality management, cost management, schedule management, project complexity, innovation and creativity, customer service, and safety. □

### Great Sand Dunes Visitor Center Renovations Completed

The Great Sand Dunes National Park and Preserve celebrated the reopening of its visitor center on Saturday, October 2, with an open house reception and ribbon cutting ceremony. The main visitor center had been closed for almost two years while undergoing major rehabilitation and expansion. The project included a remodeled and expanded exhibit area with new exhibits, a new auditorium and education room, museum storage, first aid room, and staff workspace.



*Great Sand Dunes National Park and Preserve Visitor Center*

The project was designed by DSC and David Sloan and Associates. Construction management was provided by Yeh and Associates. From the beginning of the rehabilitation, the park and designers stressed sustainability and energy efficiency as guiding principles of design. The new additions were designed for maximum solar exposure and incorporate Trombe wall technology for passive solar heating. Roof overhangs were calculated to shade the Trombe walls in summer and for maximum solar exposure in winter. Solar tube skylights and numerous windows provide

natural lighting and reduce energy consumption. In some areas there is enough natural lighting so that the ceiling lights will never have to be turned on during the day.

### Grand Canyon Facility Receives LEED Certification

The Grand Canyon National Park's South Rim Maintenance and Warehouse Facility has been awarded the prestigious Leadership in Energy and Environmental Design (LEED) certification by the U.S. Green Building Council. Denver Service Center staff have been involved with this project from its inception. The LEED Green Building Rating System® certification program was initiated in 1998 by the U.S. Green Building Council to encourage and facilitate the design and construction of sustainable buildings. Examples of sustainable construction processes and materials used at the facility include:

- reinforcing and structural steel, window frames, carpet, restroom partitions, and interior insulation all contain post-consumer recycled content;
- building envelopes (walls, roofs, doors) are heavily insulated or have high insulating values and mass to decrease energy loads required for mechanical heating and cooling systems;
- achieving optimal indoor air quality by, among other things, controlling heating and cooling system infiltration during construction and zoning copiers and similar equipment to areas with separated air handling systems; and
- the park reused all vegetation cleared from the site for other construction projects.

This facility is the largest project completed to date using the design-build process for the Grand Canyon National Park and the DSC. This project was solely funded through the Fee Demonstration Program, and net construction costs for the entire project were \$14,040,900. □



### Inaugural Union Award Presented

The Local 1105 of the American Federation of Government Employees presented the inaugural union award for management excellence at the Denver Service Center to DSC Director Dan Wenk, Deputy Director Sam Whittington, and Dave Aitken, Chief of Design and Construction, for their management of the DSC A-76 competitive sourcing study. Tom Thomas, President of the 1105 Chapter of the AFGE, presented this award during the DSC all employee meeting October 14, 2004.

The union cited Dan, Dave, and Sam's willingness to approach the competitive sourcing study in a spirit of cooperation with the union, and their dedication to think beyond the constraints of the process and pursue an alternative solution in the process.

This award was created to honor DSC managers and supervisors whose efforts maximize the performance, productivity, and career satisfaction of DSC employees, enhance employees' professional development and career progression, demonstrate exemplary leadership, and exhibit consistent and clear judgment and decision-making. A donation of \$250 will be made to the National Park Foundation in their names. □

### Patrick Shea Joins ASLA Council of Fellows.

Patrick Shea, Project Manager/Technical Specialist within the Transportation Division, has been elected to the American Society of Landscape Architects (ASLA) Council of Fellows, and was inducted during the ASLA Annual Meeting October 30 in Salt Lake City. Pat is one of 32 new members to the Council of Fellows, a group of more than 600 landscape architects recognized by their peers for outstanding accomplishments in works of landscape architecture, administrative



Photo Caption: (left to right) Dave Aitken, Manuel Sais, Tom Thomas, Chris Soderberg, Dan Wenk, Susan Spain, Sam Whittington, and Pat MacDonald.

leadership, knowledge, and service to the profession. Pat was recognized for his administrative efforts as a park landscape architect, regional landscape architect/legislative specialist and his multiple roles within the DSC. DSC has three other Fellows on its staff; Joe Crystal, Larry Walling, and Carol Whipple.

The ALSA stated:

*"J. Patrick Shea Jr., has served the National Park Service for over 30 years. From his early professional experience as the first landscape architect assigned to Redwood National Park, where he facilitated partnerships between the three state parks within the national park boundary, to his current position as project manager and transportation technical specialist at the Denver Service Center charged with creating NPS's Alternative Transportation Program, Shea has consistently produced innovative solutions that have enhanced the experience of visitors and nearby communities in park regions across the nation. Shea directed the multidisciplinary, multi-agency team that created the \$28 million alternative transportation project at Zion National Park and the gateway community of Springdale, Utah-recognized as a model of sustainable design, collaborative gateway community planning and development, and public-private partnerships. Unanimously supported by visitors, park managers, and surrounding communities, this effort has revitalized transportation programs throughout the NPS and encouraged the agency to reach out to surrounding communities as never before. Zion Canyon Transportation System and Visitors Center has garnered numerous awards from organizations including ASLA, AIA, the Department of the Interior, and the Department of Energy. His work at Zion would be a fitting capstone to his lengthy career at NPS. However, in his current position, Shea now aims to bring similar programs to other parks within the national system. Becoming an ASLA Fellow provides momentum for his ongoing work as a public-service landscape architect."* □

## New Employees

**Jim Corbett** has joined the Denver Service Center as a Visual Information Specialist within the Graphics Branch of the Planning Division. Jim is joining the NPS from the Government Printing Office, (Denver Federal Center) where he worked for more than 27 years, most recently in Printing Procurement, and previously as an Electronic Prepress Printing Specialist for 5 years, and as an Offset Pressman for almost 20 years before then. He is working on his Associate of Applied Science Degree in Multimedia Technology in Graphics/Animation at Red Rocks Community College.

**Damien Joseph** has joined the Denver Service Center's Planning Division as a Visual Information Specialist. Damien, who recently changed his name from Philip Thys, worked for the DSC for more than 13 years before leaving in May to pursue other interests. With his extensive artistic talents, the DSC is pleased to have Damien working for the NPS again. Specializing in watercolors, his art has graced the covers of numerous NPS planning documents, including the Dry Tortugas GMP Amendment, and the Devils Tower National Monument.

**Lilly D. Hardin** has joined the Denver Service Center as a Project Specialist for the Alternate Transportation Section within the Transportation Division. Lilly is joining NPS from private industry where she most recently worked at DMJM+HARRIS as a Project Manager working on transportation planning and engineering design projects. Lilly has 15 years of military service as an officer in the U.S. Air Force. Her Air Force career included a tour as an instructor at the US Air Force Academy where she wrote the core course text on Air Base Planning. She also worked with a team to write the AF Manual on Contingency Base Planning and prepared several base development plans for Air Base Operations during the Gulf War. She also served at Peterson AFB Colorado; The Pentagon; Kunsan AB South Korea; Schriever AFB Colorado; and Nellis AFB Nevada. Lilly has a Master's degree from the George Washington University and a Bachelor's degree from the University of Michigan, both in civil engineering. She is a licensed Professional Engineer and a Certified Planner.

**Scott Robson** has joined the Denver Service Center as a Community Planner within the Planning Division. He will primarily be assisting in the development of General Management Plans. Scott comes to NPS from Boulder County Government in Boulder, Colorado, where he managed the County's alternative transportation program, regional trail projects, and served as the environmental planner for the Transportation Department. Prior to his work with Boulder County, Scott was a land-use planner for Grand County, Colorado, and also managed a non-profit trails organization in Winter Park. Scott has a Master's degree in Community and Regional Planning from the University of Oregon in Eugene, and received a Bachelor's degree in Environmental Design from the University of Colorado in Boulder.

**Sarah Wynn** has joined the Denver Service Center as a Revegetation Technical Specialist within the Alternative Transportation Section within the Transportation Division. Sarah had worked for the NPS for 9 1/2 years, first as a physical scientist directing GIS projects for the Western Team Planning Branch between 1986-1991. She worked for the Rocky Mountain Region between 1991 and 1995 setting up the regional GIS Program, and initiating a vegetation restoration program. Sarah is joining the DSC from the Bureau of Reclamation where she had most recently been working as research botanist with Reclamation's Integrated Pest Management Team. She has multiple degrees from the University of Wisconsin-Madison; a Bachelor of Art in History; a Master of Science double degree in Botany and Landscape Architecture; and a Ph.D. in Environmental Monitoring from the Institute for Environmental Studies at University of Wisconsin-Madison

## Transitions

The appointments of **Dave Aitken**, Chief, Design and Construction Division; **Nat Kuykendall**, Chief, Planning Division; and **Larry Walling**, Chief, Transportation Division have been confirmed by the Department of the Interior and the National Park Service. They had been serving in an acting capacity. □

### First Phase of New E-TIC Web Site Available for NPS Use

The DSC's Technical Information Center (TIC) is unveiling a new Intranet web site <http://etic.nps.gov>. The database is being deployed in phases in order to receive feedback on this easy-to-use web interface and to assist parks, regions and central offices access information vital to park resource management. E-TIC contains bibliographic information for approximately 138,000 maps and drawings; 57,000 reports; 1,800 aerial photo flights; and project photographs and videos. Records are searchable via keyword, park, number, contract number, park location, author, and by date.

This initial deployment does not feature links to the more than 1.5 million drawing and document images that are currently stored in E-TIC. These images will be available in the next 3-5 months when security concerns and software development have been fully implemented. Copies of the documents listed in E-TIC are available in paper and electronic formats by calling the Technical Information Center, 303-969-2131.

TIC encourages you to search for drawings and reports on the the new web site, and please let the TIC staff know if you are having any difficulties using the system. □

#### Combined Federal Campaign - Making a Difference:

The Combined Federal Campaign (CFC) is ongoing through November 15th. The Denver Service Center's target this year is \$45,000. The CFC is the only authorized solicitation of employees in the Federal workplace on behalf of charitable organizations, and it continues to be the largest and most successful workplace fundraising model in the world.

In 2003 alone, Federal employees raised more than \$249 million for charitable causes. The DSC Chairperson for this year's CFC campaign is Edie Ramey. Please contact her at 303.969.2168 with any questions about the campaign.



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From:  To:

The Technical Information Center (TIC) is designated by the National Park Service (NPS) as the central repository for managing all NPS-generated planning, design, and construction drawings, and related technical report documents. E-TIC is a document management system of these infrastructure documents and drawings.

*This site is best viewed with Internet Explorer 5 or above.*

## DC Corner

### Park Service Planning Video Available

The Washington Office of Park Planning and Special Studies, in conjunction with the Harpers Ferry Center, recently developed a 15-minute video providing an overview of the park planning process. The video highlights how planning can help address the multitude of challenges facing parks today. Examples of some results that have been achieved through recent general management planning are highlighted by key stakeholders and park staff at several different locations around the country. The video strives to connect the public to the larger system of national parks so that a common understanding of the overall agency mission and the relationship of the individual units to the system as a whole is developed. This brief video overview of the NPS planning process could be useful for:

- Park staffs and partner groups when a plan is getting underway
- Public meetings and open houses in the early stages of planning
- Training and workshops for NPS staff
- Workshops with other federal agencies

To get a copy of the video or DVD, please contact the DSC library at 303-969-2534. □

# 2004

November						
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December						
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## November ...

<b>1</b>	▪ CFC Campaign open house (11:30 -1:30, Rooms 10A & B)
<b>1</b>	▪ Director's Brown Bag Lunch (DSC - Room 283)
<b>11</b>	▪ <b>Federal Holiday: Veteran's Day</b>
<b>15</b>	▪ National Park Foundation Superintendent Council Meeting (Washington, D.C.) - Wenk
<b>16-18</b>	▪ DAB meeting (Alexandria, VA) - Wenk
<b>18-19</b>	▪ Friends Alliance Meeting (San Francisco) - Wenk
<b>25</b>	▪ <b>Federal Holiday: Thanksgiving Day</b>

## December ...

<b>6</b>	▪ Director's Brown Bag lunch (DSC - Room 283)
<b>10</b>	▪ NPS Alumni Lunch (11:00 - Manor House, Littleton)
<b>16</b>	▪ Holiday party (11:30 - 1:30, 10A & B)
<b>24</b>	▪ <b>Federal Holiday: Christmas Day Observed</b>
<b>31</b>	▪ <b>Federal Holiday: New Year's Day Observed</b>



**National Park Service**  
**U.S. Department of the Interior**

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